

K Y]XY`ZcfXYfh'J Yf\UbX`i b[Yb. '8Yf
I _fU]bY!/? cbZ]_h]a : c_i g'XYf'8YVUhhY

5`]W`K Y]XY`ZcfXYfh]b`Y]bYf'6Yf`bYf'Fi bXY`J Yf\UbX`i b[Yb
]a `I _fU]bY!/? cbZ]_h`k Å\fybX`7GI !7\YZ`GÖXYf`\]ghcf]gWXY
GWXi `X`_f]h]g]Yfh"

6Yf`]bž'8Yi hgW`UbX`!`a `NYbhfi a `XYf`U_hi Y`Yb'8YVUhhY`ØVYf
XYb`I _fU]bY!/? cbZ]_highY`h`X]Y`5i ggU[Y`j cb`5Z8!
Gd]mYb_UbX]XUh]b`5`]W`K Y]XY`ž`X]Y`ZcfXYfhž'8Yi hgW`UbX`gc`Y
Ui g`9][Yb]bhYfYggY`gck c`a`a]h`XYf`I _fU]bY`U`g`Ui W`a`]h`Fi gg`UbX
j Yf\UbXY`b`" `b`Y]bYf'8]g_i gg]cbž`X]Y]b`Y]bYf'6Yf`bYf'Fi bXY
ghUhhZUbXž`_f]h]g]YfhY`g]Y`X]Y`a Ub[Y`bXY`6YfØW_g]W`h][i b[`XYf
\]ghcf]gW`Yb`8]a Ybg]cb`XYg`? f]Y[Yg`K Y]XY`]gh`XYf`5bg]W`hž`XUgg
X]Y`GWXi `XZfU[Y`Y]bgY]h][[YghY`h`k cfXYb`gY]i bX`Y]bY`[i hY
@Øgi b[`b]W`h`c`bY`6YfØW_g]W`h][i b[`XYf`<]ghcf]Y`a Ø[`]W`gY]"
8]YgY`Dcg]h]cb`ghØ» h`YXcW`Ui Z`K]XYfghUbXž]bgVYgcbXYfY`j cb
GY]hYb`XYf`dc`]h]gW`Yb`? cb_i ffYbn"

8Yf`; fØbYb!Dc`]h]_Yf`F cVYfh`< UVYW`_Ai » YfhY`g]W`_f]h]gW`ni
K Y]XY`g: cfXYfi b[Yb`i bX`k`i fXY`j cb`7GI !7\YZ`A Uf_i g`GÖXYf`]b
gY]bYf`<U`hi b[`i bhYfghØmh"GÖXYf`\cV`\Yfj cfž`XUgg`Yg`ZØf`A cfX
i bX`HchY`_Y]bY`6Y[fØbXi b[`[YVYž`Ui W`_Y]bY`\]ghcf]gW`Y`"GY]bY
K Ufbi b[ž`XUgg: fY]\Y]h]g]W`j cf: Y]bXYb`gW`ØhYb`a`i ggž`ZUbX
Ui W`VY]: 78I !7\YZ: f]YXf]W`A Yfn`Ni gh]a`a`i b["A Yfn`i bX`GÖXYf
VY_fÄZh][Yb`gca`]h`X]Y`B`chk YbX][_Y]h`Y]bYf`_UfYb`Dcg]h]cb]Yfi b[
8Yi hgW`UbXg]a`<]bV`]W`_Ui ZX]Y`U_hi Y`Y`[Ycdc`]h]gW`Y
G]hi Uh]cb"

<]ghcf]gW`Y`8]a Ybg]cb`XYf`8YVUhhY

K Y]XY`g`<]bk Y]g`Ui ZX]Y`\]ghcf]gW`Y`J YfUbhk`cfhi b[`k YW`h

9f]bbYfi b[Yb`Ub`X]Y`8]g_i gg]cb`ØVYf`X]Y`?f]Y[ggWΛi`XZfU[Yž`X]Y
]b`8Yi hgWΛ`UbX`cZi`hUVi]g]Yfh`k i fXY`"@Ui h`XYf`6i bXYgnYbhfU`Y`ZØf
dc`h]gWΛY`6]`Xi b[`k Uf`Ub[Y`NY]h`X]Y`fY`Uh]j Y`i bgWΛi`X`XYg
8Yi hgWΛYb`FY]WΛg`Ua`5i gVfi WΛ`XYg`9fghYb`K Y`h`f]Y[g`]b`XYf
XYi hgWΛYb`2 ZYb`h]WΛ`_Y]h]j YfvfY]hYh`<]ghcf]_Yf`UVYb`YXcWΛ`]b
XYb`YhnhYb`>\\fnY`bhYb`ni bY`a YbX`X]Y`J YfUbhk cfhi b[`XYg
8Yi hgWΛYb`FY]WΛg`UbU`mg]Yfhž`]bgVYgcbXYfY`]a`Ni gUa`a Yb`Ub[
a`h`XYf`8f]b[`]WΛ`_Y]hž`a`h]XYf`?U]gYf`K`]`Y`a`="`2 ghYffY]WΛ`ni f
?f]Y[gYf`_`Åfi b[`[Y[Yb`GYfV]Yb`VYk Y[hY`"8]YgY`\\]ghcf]gWΛY
9]bcfXbi b[`nY][h`X]Y`?ca`d`Yi]h`Ah] cb`J YfUbhk cfhi b[`i bX`GWΛi`X
]b`XYf`; YgWΛ]WΛhY"

5a`%-`"A U]`&\$%+`k i fXY`]a`8Yi hgWΛYb`6i bXYghU[`Y]b`5bhfU[`ni f
\\]ghcf]gWΛYb`J YfUbhk cfhi b[`8Yi hgWΛ`UbXg`ZØf`X]Y`I`_fU]bY
X]g_i h]Yfh`"ϕ]h]Uhc]b`k Uf`A Uf]Y`i]gY`6YW`_j cb`XYf`fU`_h]cb
6ØbXb]g`-`\$#8]Y`; fØbYb`"≠f`N]Y`k Uf`Ygž`X]Y`\\]ghcf]gWΛY
J YfUbhk cfhi b[`Ubni Yf`_Yb`bYb`i bX`X]Y`I bhYfghØhni b[`ZØf`X]Y
I`_fU]bY`ni`ghÅf`_Yb`"8]Y`8YVUhhY`j YfXYi h]WΛhY`gck`c`\\`X]Y
`Y]Xj`c`Y`Y; YgWΛ]WΛhY`XYf`I`_fU]bY`U`g`Ui WΛ`X]Y`B`chk YbX][`_Y]hž
g]WΛ`]bhYbg]j Yf`a`h]`\\fYb`\\]ghcf]gWΛYb`9fZU`\\fi b[Yb`ni`VYZUggYb`"

GWΛ k]Yf][`_Y]hYb`]b`XYf`K U`fbY`a`i`b[

8]Y`8]g_i gg]cb`fi bX`i`a`XYb`I`_fU]bY]!`?cbZ]_h`k]fX`ni`gÅhn`]WΛ
Xi fWΛ`XUg`: Y`\\Yb`_`UfYf`6Y[f]ZZY`i bX`Y]bY`j YfnYffhY
K U`fbY`a`i`b[`XYf`I`_fU]bY`]b`8Yi hgWΛ`UbX`YfgWΛk`Yfh`"8 Ug
XYi hgWΛY`Di`V`_]i`a`\\Uh`cZi`GWΛk`]Yf][`_Y]hYbž`X]Y`I`_fU]bY`U`g
Yi fcd`Ä]gWΛYg`@UbX`k U`fni bY`a`Ybž`k Ug`j cb`FYXbYfb`k`]Y`8f`"
: f]h`ni`Y`[YbhfYi`fGD8`Ě`Ub[YgdfcWΛYb`k i fXY`"6Y`_Ubbh`[Yk`cfXYb
]gh`Ui WΛ`XYf`9]bZi`gg`fi`gg]gWΛYf`DfcdU[UbXUž`X]Y`j Yfgi WΛhž`X]Y
I`_fU]bY`]b`Y]bYa`bY[Uh]j Yb`@]WΛh`XUfni ghY`Ybž`k`cXi fWΛ`X]Y
\\]ghcf]gWΛY`J YfUbhk cfhi b[`8Yi hgWΛ`UbXg`ni`gÅhn`]WΛ`fY`Uh]j]Yfh
k]fX"

9g`VYghY`h`Y]b`_`UfYf`6YXUfZ`Ub`Y]bYf`j`Yfh]YZhYb
5i`gY]bUbXYfgYhni b[`a`h`XYf`; YgWΛ]WΛhY`i bX`XYb`U`_hi`Y`Yb
[Ycdc`h]gWΛYb`<YfUi`gZc`fXYfi b[Yb`"8Yf`K`Y[`ni`Y]bYf
bUWΛ`U`h][Yb`i`bX`j`YfUbhk cfhi b[gVYk`i`gghYb`Dc`]h]_`YfZc`fXYfh

XU\Yf'b]W h'bi f'dc`]h]gWY'9]b][_Y]hž gcbXYfb'Ui W\Y]bY'GhÅf_i b[
 XYg'K]ggYbg'ØVYf'X]Y'I _fU]bY']b'8Yi hgW\UbXž'i a 'ni _ØbZh][Y
 ?cbZ]_hY'VYggYf'`ÒgYb'ni ' _ØbbYb'"<]ghcf]gWY'J YfUbhk cfhi b[Yb
 a ØggYb'_cbgYei Ybh'h\Ya Uh]g]Yfh'k YfXYbž'i a 'g]WYfni ghY``Ybž
 XUgg'@Y\ fYb'Ui g'XYf'J Yf[Ub[Yb\Y]h'b]W h'][bcf]Yfh'k YfXYb"

⊕g[YgUa h'nY][Yb'X]Y'8]g_i gg]cbYb'i a 'X]Y'I _fU]bY'X]Y'h]YZ
 j Yfk i fnY'hYb'< YfUi gZcfXYfi b[Yb']b'XYf'K U\fbY\ a i b[
 \]ghcf]gWYf'J YfUbhk cfhi b['i bX'X]Y'Bchk YbX][_Y]h'Y]bYg
 a i `h]Z b_h]cbU'Yb'8]U`c[gžXYf'gck c\`dc`]h]gW\U'g'Ui W
 [YgY``gWUZh`]W\YhUV`]Yfh'k YfXYb'a i gg"

: Øf'k Y]hYfY' ⊕Zcfa Uh]cbYb'ØVYf'X]YgY'H\Ya Yb' _ØbbYb'G]Y'X]Y
 6Yf]W hYfghUhi b['j cb': cW gž'X]Y'5bU`mgY'ni f?f]Y[ggW\i `XZFU[Y
 Ui Z'VdV"XY' i bX'X]Y'8]g_i gg]cb'ØVYf'X]Y'\]ghcf]gWY
 J YfUbhk cfhi b['Ui Z'VdV"XY' bUW\YgYb"

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	6Yf`]bž8Yi hgW\UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "ZcW'g"XY • k k k "VdV"XY • k k k "VdV"XY

6Ygi W\Yb'G]Y' i bg'Ui Z. 'b!U["XY